

OARM FY 2013 ANNUAL AGENCY GUIDANCE
DRAFT
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INTRODUCTION

The Office of Administration and Resources Management provides management policy, strategic direction, and administrative support to the entire agency in core business areas ranging from facilities to human resources to contracts and grants management. The purpose of OARM's Fiscal Year 2013 Annual Guidance is to inform agency leaders, managers, partners, and customers of the cross-cutting agency priorities OARM is leading in 2013, and highlight how our success depends on the support, participation, and joint efforts of our headquarters and regional partners. The guidance includes plans and measures that will enable us to evaluate progress midway through the fiscal year to ensure we are on track. We hope this document becomes a blueprint by which OARM will continue to provide first-rate administrative support with the help of our agency partners.

This Guidance provides information to OARM's agency partners on goals and requirements, planned actions, and expectations for implementing the following cross-cutting priorities for FY 2013:

- I. Practice Outstanding Resource Stewardship
 - Enhance Grants Management
 - Save Money on EPA Contracting
 - Enhance Contracts Management
 - Strengthen and Improve Property Management at EPA
- II. Recruit Retain, and Develop the Workforce
 - Enhance Workforce Planning / Succession Management
 - EPA Learning Center (EPA University)
 - Improve Speed and Quality of EPA Hiring
 - Cultivate a Diverse and Inclusive Workplace
- III. Cultivate a High Quality Workplace
 - Foster the EPA Modern Workplace
 - Increase Use of Telework
 - A Safe, Secure, and Sustainable Workplace
 - Human Resources Line of Business

I. PRACTICE OUTSTANDING RESOURCE STEWARDSHIP

Strong resource stewardship is a key cross-cutting priority for OARM as the agency continues to support the President's pledge to make the government "smarter, leaner, and more effective."

Effective management of complex environmental programs with constrained budgets presents significant challenges to each program and region. As One EPA, accomplishing the agency's mission through responsible stewardship of taxpayer dollars depends on forging and implementing effective partnerships across the agency. As National Program Manager for grants, acquisition activities, and the agency's physical resources, OARM strives to provide smarter policies and procedures, deliver services consistently nationwide, and foster an environment of strong fiscal stewardship for its customers. As such, this guidance provides information and direction on four priorities to help agency offices continue to protect human health and the environment while operating with fiscal responsibility and management integrity, maximizing the use of limited resources, and demonstrating results.

ENHANCE GRANTS MANAGEMENT

OARM's Office of Grants and Debarment is committed to providing strong stewardship of resources that support grants and interagency agreements, along with excellent customer service to enable program offices to achieve their goals for protecting human health and the environment. In FY 2013, this commitment includes enhancing the timeliness of awards, strengthening the effectiveness of grants and IA oversight, and ensuring compliance with key performance metrics and the requirements of Title VI of the Civil Rights Act. OARM also will be collaborating with program offices to streamline and standardize grants and IA internal management controls, as appropriate, and continue to build strong Suspension and Debarment Program partnerships.

Partnership Roles and Expectations

a. Strong Resource Stewardship

- **Timely Obligation of Funds** – It is a priority for the agency to obligate grant funds quickly. Beginning in FY 2013, the new policy on *Timely Obligation, Award, and Expenditure of EPA Grant Funds* establishes a goal for all grant programs to expeditiously obligate grant funds appropriated by Congress in the first year of availability. OARM and the Office of the Chief Financial Officer will publish quarterly reports in FY 2013 to assess the agency's progress in meeting this goal.
- **Timely Grants Closeouts** – Timely closeout of expired grants is a priority of the Office of Management and Budget and OARM. OARM will continue to meet the closeout requirements set forth below in the "Milestones and Performance Measures" section. This will require all parties involved in the grants process to provide timely submissions of closeout documents to Grant Specialists.
- **Timely Audit Resolution** – The EPA's revised 2750 Audit Resolution Procedures demonstrate the agency's commitment to timely audit resolution. Grants Management Offices and Program Offices will be expected to work collaboratively to meet the new audit resolution deadlines, and OARM / OGD will be publishing a parallel Federal Register Notice in FY 2013 to streamline the disputes process.

- **Reduce Unliquidated Obligations** – To address the accumulation of unliquidated obligations (ULOs) in active grants, OARM is implementing two reforms in FY 2013 as outlined in the new policy on *Timely Obligation, Award, and Expenditure of EPA Grant Funds*.
 1. The first reform, primarily affecting State grant programs, requires the negotiation of a reasonable outlay strategy. Negotiations between regional program offices and states should result in strategies that will promote timely utilization of grant funds to the maximum extent practicable.
 2. The second reform requires waivers to extend project periods for certain grants beyond seven years. Specifically, waivers will now be required for active awards made prior to October 1, 2010 for: 1) State and Tribal Assistance Grants (STAG)-funded state continuing environmental program (CEP) grants; 2) Leaking Underground Storage Tank cooperative agreements; 3) Clean Water and Drinking Water State Revolving Fund (SRF) capitalization grants; and 4) construction grants under Title II of the Clean Water Act, including constructions grants to the District of Columbia or the Territories funded with Clean Water SRF appropriations. Project period extensions beyond seven years should be the exception, and not the rule, and OARM will look to Program Offices to work diligently to have projects completed within their original time frames.

b. Strengthen Grants Oversight

OARM / OGD requires all parties responsible for awarding, managing, and overseeing assistance agreements and interagency agreements, upon whom we are mutually dependent for program success, to be knowledgeable of process requirements and diligent in fulfilling their respective roles effectively and within required timeframes. In particular:

- **Competition** – Preparing competitive solicitations and other competition-related documentation (e.g., evaluation scoresheets, selection rationale), and conducting competitions that meet the requirements of the Assistance Agreement Competition Policy and associated guidance: <http://intranet.epa.gov/ogd/competition/compet/competition.htm>. In consultation with the Grants Competition Advocate, Program Offices should pay particular attention to issues related to selection of low scoring proposals, justification of out-of-order selections, and conflicts of interest.
- **Funding Packages** – Providing accurate and complete funding packages, including, for example, providing the proper description of environmental results and the Program Results Code as required by the Environmental Results Order, <http://intranet.epa.gov/ogd/policy/order/5700.7.pdf>, and citing the correct statutory authorities for the award.
- **Oversight and Monitoring** – Providing effective programmatic oversight and monitoring of agreements in accordance with EPA Order 5700.6 A2 CHG 2, http://intranet.epa.gov/ogd/policy/order/5700_6.pdf, for assistance agreements, and the Interagency Agreement Policy Issuance (IPI) 11-03, http://intranet.epa.gov/ogd/policy/final_ia_post_award_monitoring_policy_ipi_03_02_01_2011_sec.pdf, for IAs. This includes promptly advising the responsible specialists if there are any concerns or issues regarding recipient compliance with the agreement terms and conditions and

having discussions with the Grants Management Office/Interagency Agreement Shared Service Center on the appropriate resolution. Resolution may involve referral of the matter to the Suspension and Debarment Division, and/or consultation with the Office of Inspector General consistent with EPA Manual 6500, <http://intranet.epa.gov/ohr/rmpolicy/ads/manuals/6500.pdf>.

- **Title VI of the Civil Rights Act** – Ensuring compliance with Title VI is an EPA priority for FY 2013. To further this priority, Program Offices and Grants Management Offices are expected to work closely with OGD, OGC and OCR to resolve any Title VI issues identified as a result of post-award monitoring, taking into account the new Civil Rights Obligations National Term and Condition issued by OGD on January 22, 2013 and posted in IGMS.

c. Grants Management Transformation Initiative

OARM has an obligation to its customers to administer an efficient internal control system that achieves proper stewardship while reducing administrative burden to the maximum extent practicable. To meet that obligation, and in response to budget constraints, in FY 2013 OARM / OGD will evaluate ways to streamline grants internal controls while enhancing quality and accountability. OARM will conduct this evaluation through the Grants Management Transformation Initiative, which will be coordinated through an ARA/NPM/Lead Region Steering Committee. The initiative will consist of five components: 1) business process reengineering; 2) risk-based review of internal controls and policies; 3) leveraging technology; 4) leveraging resources; and 5) reducing burden on applicants and recipients.

- **Business Process Reengineering** – To more closely align EPA with the federal grants business model and facilitate migration from the outdated technology of IGMS, OARM has initiated a comprehensive BPR project. For the project to be successful, OARM has asked customers to participate in teams to identify the current “as-is” IGMS business process and then develop a more efficient “to-be” process that can be used as a basis for analyzing alternative systems.
- **Risk-Based Review** – The Risk-Based Review is designed to find the appropriate balance between the strength of grants internal controls and the relative risk of grants management activities. OARM will collaborate with customers to examine oversight/compliance policies and associate databases to identify opportunities for eliminating duplication of effort between Grants Management Offices and Program Offices and promoting efficient grant administration.
- **Leveraging Technology** – This transformation component will expand existing efforts under the Administrator’s One Great Place to Work initiative to make work life easier for Grants Specialists and Project Officers. Areas of focus in FY 2013 will include, among other things, electronic management of grants and interagency agreement records in the Regions and Program Offices. Because One Great Place to Work enhancements offer great potential for efficiencies, OARM will be soliciting customer feedback and involvement. Additionally, OARM encourages customers to make increased use of IA Quik Reports in FY 2013. This tool allows users to access current data on ULO Reviews, Baseline Monitoring Progress and other user-defined reports, a capability previously offered for grants.
- **Leveraging Resources** – FY 2013 budget constraints will raise workload challenges for both GMOs and Program Offices. To address these challenges, OGD and Assistant Regional Administrators are expected to carefully monitor the workload of individual Grants Specialists

and operate under a “One Grants Management Office” concept to remedy workload imbalances. Working with the GMOs, OGD will take the lead on developing a GS Training and Certification Program and addressing GS Career Ladder issues. On the Program Office side, OARM expects NPMs and Regional Programs to review the structure of their Project Officer workforce. This review should focus on reducing, where practicable, the number of POs who manage only one grant, a practice that currently results in increased IGMS hotline costs and GS rework. One other important aspect of leveraging resources is strengthened GMO/Program Office coordination with regard to award schedules and the establishment of new grant programs.

- **Reducing Burden on Applicants and Recipients** – In FY 2013, OARM / OGD expects GMOs and Program Offices to eliminate unnecessary grant actions and place greater emphasis on electronic processes for receiving applications and distributing awards. In particular, the streamlining reforms contained in the policy on *Timely Obligation, Award, and Expenditure of EPA Grant Funds* will allow NPMs and Regions to decrease the administrative burden on states. Also in FY 2013, OARM will work in partnership with the Office of International and Tribal Affairs to develop streamlining reforms for tribal grants.

d. Suspension and Debarment Partnerships

OARM / OGD administers the Suspension and Debarment Program to protect EPA and the public from doing business with non-responsible individuals or entities and to strengthen corporate environmental stewardship. In FY 2013, OARM will continue to implement the requirements of Office of Management and Budget Memorandum M-12-02, as supplemented by EPA-specific guidance contained in Grants Policy Issuance 12-05 and Office of Acquisition Management Suspension and Debarment Interim Policy notices. EPA grants/contracts management will be expected to carry out their obligations under that guidance. Further, as part of this effort, OARM / OGD will expand its NPM / Regional partnerships, working with the grants and contracts management, enforcement, and inspector general communities to ensure that the S&D Program effectively advances the agency's mission of protecting human health and environment.

Milestones and Performance Measures

EPA programs are expected to use grant funds expeditiously and efficiently in accordance with agency policy. OARM, in partnership with OCFO, has developed several specific measures and action items to improve performance and resource stewardship of assistance agreements. These performance measures address baseline monitoring, grants closeouts, and unliquidated obligations.

Enhance Grants Management	
Priority	FY 2013 Partnership Plan
a. Timely Obligation of Funds / Timely Closeouts / ULO Management	<p>Cross Cutting Fundamental Strategy 5 – FY 2013 Measurable Activity: OARM / OGD Will Ensure Timely Grants Closeouts:</p> <ul style="list-style-type: none"> • 90% of awards expired during FY 2012 will be closed out by September 30, 2013. • 99% of awards expired in fiscal years prior to FY 2012 will be closed out by September 30, 2013.

Enhance Grants Management	
Priority	FY 2013 Partnership Plan
	<p>OARM / OGD Will Reduce Unliquidated Obligations:</p> <ul style="list-style-type: none"> • Cross Cutting Fundamental Strategy 5 – FY 2013 Measurable Activity: By September 30, 2013, reduce expired grant ULOs by 15% to \$15.0 million. • OGD, in consultation with OCFO, will develop a report to track the obligation of EPA grants funds in the first year of availability.
b. Strengthen Grants Oversight	<p>OARM / OGD requires all parties responsible for awarding, managing, and overseeing assistance agreements and interagency agreements to:</p> <ul style="list-style-type: none"> • Prepare competitive solicitations and other competition-related documentation, and conduct competitions that meet the requirements of the Competition Policy and associated guidance. • Provide accurate and complete funding packages. • Provide effective programmatic oversight and monitoring.
c. Grants Management Transformation Initiative	<p>In FY 2013, OARM / OGD will identify priority opportunities for standardization, streamlining, and efficiencies for pre-award/award/post-award management, training and associated IT systems. Appropriate revisions will be made to key grants management policies/orders.</p>

SAVE MONEY ON EPA CONTRACTING

a. Implement an EPA-wide Strategic Sourcing Program

Strategic sourcing is a collaborative, structured process for critically analyzing an organization's spending in order to use this information to make business decisions on acquiring commodities and services more effectively and efficiently. The strategic sourcing process optimizes performance, minimizes price, increases achievement of socio-economic acquisition goals, evaluates total life cycle management costs, and, most importantly, increases the value of each dollar spent in an environment of declining budgets.

In response to OMB's 2005 memorandum directing federal agencies to develop strategic sourcing plans for their agencies, OARM's Office of Acquisition Management developed a high-level strategic sourcing plan for EPA. OAM built on the use of several existing strategic sourcing vehicles such as agencywide blanket purchase agreements for green office supplies and IT equipment. Additionally, OAM staffed a new service center, the Business Analysis and Strategic Sourcing service center within the Headquarters Procurement Operations Division, to establish an agencywide Strategic Sourcing Program that delineates program scope, roles and responsibilities.

During FY 2012 OAM contracted for an agencywide spend analysis. Through the spend analysis OAM identified many opportunities within the agency to implement strategic sourcing strategies such as demand management, smart contracting, and performance management. Potential opportunities include: cellular services, office supplies, print management, conference support

services, personal computers/user provisioning, laboratory supplies/chemicals/gases, laboratory equipment, printers/multifunctional devices, remedial actions, software/software maintenance, IT support for systems, records management/library services, and administrative support services. By taking a strategic acquisition approach, we can reduce contract costs as well as the amount of time staff would otherwise spend on awarding and administering numerous, repetitive procurements.

Partnership Roles and Expectations

- OARM – OARM / OAM’s new Business Analysis and Strategic Sourcing (BASS) service center anchors the establishment of an agencywide Strategic Sourcing Program. The purpose of the program is to transform EPA’s acquisition process from a tactical and reactive function to a strategically driven function that ensures maximum value for every acquisition dollar spent.
- Executive Steering Committee – The ESC is comprised of representatives from OAM, ORD, OSWER, OAR, OCFO, OEI, and ARAs from Regions 2, 5, and 7. Part of the Centers of Expertise Study (see section c), which includes the spend analysis to identify what is being acquired for strategic sourcing, the ESC is tasked with providing feedback on the project and its findings, coordinating support, advocating for recommendations, and identifying other stakeholders. The ESC is an integral part of the Strategic Sourcing Program as it aids in reaching out to other offices to discuss the areas that have been identified as candidates for strategic sourcing.
- All Program and Regional Offices – Participation from EPA’s program and regional offices is critical to define optimal agency strategic sourcing opportunities and strategies. OARM / OAM is establishing a collaboration structure (e.g., executive steering group, committee(s), and commodity teams) with representation from our program and regional partners, that will determine goods/services we should consider as candidates for strategic sourcing. During FY 2012 BASS established two commodity teams, each comprised of representatives from throughout the agency: 1) for Conference and Meeting Planning services, co-chaired by OAM and OCFO, and 2) for Laboratory Supplies, co-chaired by OAM and the Region 2 Laboratory Branch. These are targeted for completion in FY 2013. Additional commodity teams will be established in FY 2013 to pursue strategic sourcing opportunities for cellular service acquisition, printer/multifunctional device management, and office supplies.

b. Reduce Management Support Contracts

The Office of Management and Budget’s memorandum dated November 7, 2011, “Reduced Contract Spending for Management Support Services,” prescribed a goal for agencies to reduce spending on management support contracts by 15 percent of FY 2010 baseline obligations by the end of FY 2012. On November 9, 2011, the President issued Executive Order 13589, *Promoting Efficient Spending*, which increased the target for spending reductions to a total of 20 percent by the end of FY 2013.

Specifically, agencies were required to reduce the amount obligated for Advisory and Assistance Services Contracts (object class 25.1 per OMB Circular A-11). OMB’s guidance listed twelve types of product or services codes (PSCs) as reported in the Federal Procurement Data System that fall within the scope of this initiative.

EPA's FY 2010 obligations for contracts that were reported under the twelve PSCs totaled \$240 million. EPA exceeded OMB's 15% reduction target for FY 2012. Contract spending in the targeted management support areas was \$162.7 million, a reduction of \$79.9 million, or 33% lower than in FY 2010. EPA will continue to implement strategies intended to meet the additional 5 percent goal (toward the total target of 20 percent) in FY 2013. The Office of the Chief Financial Officer and OARM, exercising the responsibility of EPA's Chief Acquisition Officer, are collaborating to identify appropriate management controls for achieving these targets.

Partnership Roles and Expectations

- OARM – In FY 2013, OARM / OAM will, through the Strategic Sourcing Program, continue to provide substantial support to OCFO, EPA's OMB-designated lead for this initiative, in achieving the targeted 5 percent reduction of EPA management support contracts.
- All Program and Regional Offices – Program and regional offices that currently have contracts for management support services will play an important role in this initiative by prioritizing current management support services contracts that support their respective missions and identifying those services that are eligible for reduction or elimination.

c. Implement Centers of Expertise Initiative Recommendations

In response to the President's Executive Order 13576, *Delivering an Efficient, Effective, and Accountable Government*, the EPA's Executive Management Council tasked OARM's Office of Acquisition Management with conducting a study of the efficiency and effectiveness of acquisition processes at EPA. The study, entitled Centers of Expertise in Contracting, is assessing the organizational alignment of acquisition resources with the mission and spending profile of the agency in support of the Strategic Sourcing initiative.

Specifically, the Centers of Expertise in Contracting initiative will result in: 1) a detailed analysis to identify what is being acquired, how the supply or service is being acquired, for whom it is being acquired, and from whom it is being acquired; 2) a study of EPA's current and anticipated goals to determine how acquisition resources are aligned to support those goals and the agency's mission; 3) an examination of the impact of other initiatives such as the Strategic Sourcing Program and Contracts 2010 review; and 4) identification of systems, processes, and data capabilities which are not optimal and therefore, could be refined or reengineered to be more efficient and effective.

Partnership Roles and Expectations

- OARM / OAM will coordinate with EPA's program staff and regional offices to conduct a study to identify opportunities to improve the alignment of agency functions and/or activities to better leverage EPA's contracting resources, result in cost avoidance/savings, increase efficiencies, and ensure more effective and responsive contracting support to the agency's program and regional offices.
- An Executive Steering Committee comprised of representatives from OAM, ORD, OSWER, OAR, OCFO, OEI, and ARAs from Regions 2, 5, and 7, is responsible for:
 - Providing feedback on project scope, next steps
 - Reviewing project findings

- Coordinating/supporting agency communication efforts
 - Conducting a barrier analysis
 - Advocating recommendations to peers and in own organizations
 - Providing access to resources from own/peer organizations as needed
 - Identifying other topic-specific stakeholders
 - Collaborating/providing input on recommendations for EMC
- OARM / OAM expects this initiative will facilitate a higher level of expertise for the agency's contracting personnel in understanding the mission objectives and priorities of the customer, the capabilities of the commercial marketplace to support those objectives and priorities, and adoption of innovative acquisition and management strategies that will result in more effective and efficient support to the end user.

Milestones and Performance Measures

Save Money on EPA Contracting	
Priority	FY 2013 Partnership Plan
Reduce Unliquidated Obligations	<p>Cross Cutting Fundamental Strategy 5 – FY 2013 Measurable Activity: By September 30, 2013, reduce ULOs in contracts expired as of October 1, 2012 by 40% to \$25.7 million.</p>
a. Improve EPA-wide Strategic Sourcing Program	<p>Using the results of the Centers of Expertise (COE) Study /Agency Purchasing Analysis, several areas for alignment of resources have been identified.</p> <p>Cross Cutting Fundamental Strategy 5 – FY 2013 Measurable Activity: 1, By March 31, 2013, OARM/OAM will facilitate and/or implement the following COE phase one initiatives: cellular service acquisition and demand management; printer/ multifunctional devices management; office supplies; and conference support services.</p>
	<p>Cross Cutting Fundamental Strategy 5 – FY 2013 Measurable Activity: 2. By Sept 30, 2013, OARM/OAM will facilitate and/or implement the following COE phase two initiatives: lab supplies, lab equipment, software, library services, and personal computers.</p>
	<p>3. Once the above vehicles are in place, on an ongoing basis, OAM will compare/measure EPA's progress in improving agency efficiencies and contract cost savings, against the projected baseline developed under the Centers of Expertise Study.</p>
b. Reduce Management Support Contracts	<p>1. Support the Agency's efforts to achieve a 5% reduction in certain Management Support Services contracts.</p>

Save Money on EPA Contracting	
Priority	FY 2013 Partnership Plan
	2. On a quarterly basis, track Management Support Services awards and report results agencywide.
c. Implement Centers of Expertise Initiatives	1. In the Second Quarter of FY 2013, OARM / OAM will present comprehensive recommendations to the agency's Executive Management Council to reduce the cost of acquisition within EPA and provide for an alignment of resources which will better leverage those resources to accomplish the agency's mission.
	2. Throughout FY 2013, OARM / OAM will conduct transformational change management activities which facilitate and/or enable the accepted changes contained in the aforementioned recommendations.

ENHANCE CONTRACTS MANAGEMENT

Implement Paperless Acquisition

The EPA Acquisition System, EPA's contract writing system, is an electronic, paperless process, including review, approval and processing from initiation of the requisition to the closing of the contract award. EAS allows for more cost efficient oversight activities such as contract file review as well as improved communication, process standardization, elimination of potential errors, increased information security, and improved disaster recovery protection. Through EAS, OAM will demonstrate EPA's leadership in moving toward a "greener," more efficient paperless acquisition process, saving thousands of sheets of paper, reducing labor costs to copy/print and bind submissions, and saving money in resource utilization for oversight activities such as contract file review.

Partnership Roles and Expectations

- Headquarters and Regional Contracting Offices – A paperless acquisition workgroup consisting of representatives from headquarters and regional contracting offices has been established to delineate the scope, roles and responsibilities of the project. The outcome of the project is to transform EPA's acquisition process from a paper-based manual process to a more efficient, cost-effective, location-independent, and environmentally friendly process.
- All Program and Regional Offices – In order for the EPA's paperless acquisition project to be successful, participation and representation from EPA's program and regional offices is critical to support and encourage the use of EAS and integrating systems during requirements development, including requisition review, approval, and funding activities. OARM / OAM

will implement a marketing and outreach program to provide training and gain support from management and customers throughout the agency when process changes are necessary.

- Office of the Chief Financial Officer – OARM / OAM will work with the Office of the Chief Financial Office to explore options for reengineering business processes and policies to allow for electronic submission of data and digital signatures via the commitment, obligation and payment processes.
- Office of Environmental Information – OARM / OAM will work with the Office of Environmental Information to integrate EAS with the Electronic Content Management system in order to ensure proper records management procedures are followed when moving official files from paper to an electronic media.

Milestones and Performance Measures

Enhance Contracts Management	
Priority	FY 2013 Partnership Plan
Implement Paperless Acquisition	<p>Regional and Office of Acquisition Contracting Offices will post contracting actions using FedConnect. With the implementation of EAS, EPA has the tools necessary, including FedConnect, to support the paperless acquisition process. FedConnect supports secure, bi-directional communication and structured data exchange between the government and the vendor community. OARM/OAM will monitor the following:</p> <ol style="list-style-type: none"> 1. The number of Regional Offices and Office of Acquisition Contracting Offices posting contract actions to FedConnect. 2. The percentage of notices and solicitations posted to FedConnect.

STRENGTHEN AND IMPROVE PROPERTY MANAGEMENT AT EPA

OARM's Office of Administration has undertaken improvements in policies and procedures, systems, and training in EPA's Property Management Program in response to reports of program deficiencies. Through the following efforts, OARM anticipates removing remaining deficiencies by the end of FY 2013 and will:

- Maintain a new property management system to account for assets in the hands of contractors and employees as an essential tool in managing the agency's assets and to prevent fraud, waste and abuse;
- Distribute properly defined terms to improve EPA's ability to account for assets;
- Finalize and distribute program policies and procedures that are current, clear and consistent, and ensure proper accounting, acquisition, transfer, and disposition procedures are followed; and

- Continue to implement a mandatory property management training program to ensure that all employees are properly educated and trained on their responsibility in managing personal property in their possession.

OARM has organized stakeholders from across the agency to collaborate on a single effort to define “systems” management and accountability to ensure proper tracking of system assets. Additionally, OARM has established property managers’ teleconferences and a property workgroup tasked with answering questions and addressing issues as they arise.

Training for managers and supervisors is critical in fostering improvement in the property program. OARM will ensure that employees with the ability to affect an agency contract, employees authorized to make asset purchases, and project managers are enabled to use the new property management tracking tool. Because several changes to the FAR impacted the way we manage property in FY 2012, OARM will continue to deliver ongoing training on procedures and policies for managing contractor-held government property.

Partnership Roles and Expectations

- OARM – OARM / OA will consolidate and address concerns from stakeholders in the agency offices as well as the property community. In FY 2013 we will:
 - Continue mandatory property management training programs.
 - Institute a property management system with tracking to the individual assignee.
 - Ensure properly trained personnel are in place to manage agency assets.
- All Program and Regional Offices – OARM / OA needs a cross-agency effort from senior leadership to support the property program staff in managing agency assets.
 - Send the message that enforcement of and compliance with property policies and procedures is the shared responsibility of all employees.
 - Ensure all employees take mandatory property management training.
 1. Manager/Supervisor online training, expressing their responsibilities and support to the agency’s property officers.
 2. All employee online training, defining the individual accountability of each employee and managing their agency owned asset(s).
 3. Property Management Officers’ training.
 - a) Property Accountable Officers – Using a specific agency authorized software system.
 - b) Property Utilization Officers – Using the GSAXcess software.
 - c) Custodial Officers – Computer Based Training and formal periods of classroom instruction.

Milestones and Performance Measures

Strengthen and Improve Property Management at EPA	
Priority	FY 2013 Partnership Plan
Strengthen and Improve Property Management at EPA	Reduce the number of missing-relocated assets by ensuring custodial and property officers initiate the necessary transfer actions in the agency property management system within 3 business days.
	<p>Assign qualified personnel in designated positions.</p> <ul style="list-style-type: none"> • To the extent possible, headquarters and region program offices will assign Senior Resource Officials, responsible for certifying the Annual Inventory and verifying action taken by the Board of Survey. • The SROs will assign the oversight of the agency's assets to a Program Accountable Representative responsible for being a central point of contact to the Property Management Officers and Custodians. • The PAR will ensure that property is inventoried in a timely manner, assets are accounted for, and significant agency issues related to property management are addressed.
	By September 30, 2013, reduce the agency's shipping/receiving and personal property investment budget.

II. RECRUIT, RETAIN, AND DEVELOP THE WORKFORCE

OARM is working to ensure that EPA attracts and maintains a talented, diverse and creative workforce, equipped with the technical skill and knowledge needed to accomplish the agency's mission and to meet evolving environmental challenges. To help program and regional offices effectively meet mission requirements within the constraints of the FY 2013 budget, OARM will work with stakeholders to broaden the strengths of EPA's talent pool. Priorities include improving strategic workforce planning and succession management, enhancing employee development opportunities, accelerating and improving the hiring process, and continuing to build and maintain a work environment that values diversity of talent, experience and perspectives.

ENHANCE WORKFORCE PLANNING

a. Enhance Workforce Planning and Analysis

In FY 2013, OARM's Office of Human Resources will enhance agencywide workforce planning by making the following modifications to the existing workforce planning process:

- All offices will be required to complete their workforce planning templates at the sub-office level. This will allow for greater "local level" analysis including involvement by a larger number of office supervisors/managers.
- During the template completion period, OHR will contact each office, offer assistance for template completion and obtain information on the office's specific template completion process. The best practices identified through this activity can be shared and used for future analyses.
- Workforce analysis will be conducted using a risk assessment framework to identify the major internal and external factors (both positive and negative) that affect employees' ability to meet their work objectives.

b. Implement Succession Management Pilot

In addition, OHR will begin to implement the succession management strategies and processes developed in FY 2012. Succession management ensures continuity for key leadership and scientific positions found across the agency, helps develop the internal talent pool and provides a better defined career path for mid-level employees, enhancing their retention. During FY 2013 OHR will complete the following:

- Complete OARM beta testing of succession management process.
- Work with the HR community to finalize a workable succession management process.
- Refine/improve the process as necessary for future use.

Partnership Roles and Expectations

- Workforce Planning – As completed in the first quarter of FY 2013, OARM / OHR will work with each program and regional office to complete their workforce planning templates. OHR will provide data, including retirement eligibility data and guidance on template completion, and will be available for data and process queries as requested.

- Succession Management – OARM / OHR will continue to work with the agency’s HR community to strengthen the succession management process and draft succession management guidance that can be utilized by all regional and program offices.

Major Milestones and Performance Measures

Enhance Workforce Planning	
Priority	FY 2013 Partnership Plan
a. Enhance Agencywide Workforce Planning and Analysis	All Program and Regional Offices – Complete workforce plan templates by November 9, 2012.
	OARM / OHR – Conduct workforce data analysis using risk-based framework and identify potential gaps in critical occupations – Gap Analysis Report by April 2013.
	OARM / OHR – Utilize lessons learned from working with program and regional offices from the FY 2013 Workforce Planning initiative to guide national recruitment.
b. Implement Succession Management Pilot	Cross Cutting Fundamental Strategy 5 – FY 2013 Measurable Activity: OARM / OHR – Conduct Beta Testing of Succession Management Program in the Office of Administration and Resources Management (OARM), focusing on developmental needs of senior leadership, including the Agency’s Senior Executive Service (SES) corps. (January 2013 through August 2013).
	Cross Cutting Fundamental Strategy 5 – FY 2013 Measurable Activity: OARM / OHR –Issue EPA Succession Management Guide based on results of beta testing by September 30, 2013.
	OARM / OHR – Implement staged succession planning with program and regional offices starting October 2013.OARM / OHR – Conduct pilot between January 2013 and August 2013.

EPA TRAINING

OARM’s Office of Human Resources is developing a central repository for all EPA learning and development initiatives, to include: technical, mandatory, core competency, leadership development, and other events. The goals for this initiative are to:

- Increase access to information and learning events for all employees across the EPA.
- Reduce the number of redundant learning management systems across the EPA.
- Reduce resources (people/time/money) associated with managing multiple systems.
- Identify best practices and increase collaboration.
- Improve reporting to OPM and OMB.

Partnership Roles and Expectations

- **Step 1** – OARM / OHR will collaborate with the Executive Management Council and Human Resources Council to: 1) design a plan to bring all learning initiatives together using the new EPA Talent Management System; and 2) develop and lead agency agreement upon governance guidance and functional processes that will enhance our ability to expand learning throughout the agency.
- **Step 2** – OARM / OHR will partner with regions, AAships and laboratories to transfer legacy information to the EPA TMS, and engage full participation of system management.

Major Milestones and Performance Measures

EPA Training	
Priority	FY 2013 Partnership Plan
EPA Training	Design governance package with support from EMC and HRC – April – August 2013.
	Cross Cutting Fundamental Strategy 5 – FY 2013 Key Performance Indicator (KPI): Develop a plan for implementing a centralized one stop shop for employee training and development - September 30, 2013.
	Update standard operating procedures to reflect new governance of the development, marketing, and processing of EPA learning activities – September 30, 2013.
	Evaluate and modify system and processes to enhance access to information – January - December 2013.
	Partner with regions, AAships and laboratory organizations who manage learning initiatives to guide transfer of information from legacy systems to EPA TMS – January - December 2013.
	Open EPA TMS to all employees – Fall 2014.
	Begin generating agency and OPM reports on all learning activities – Fall 2014.

IMPROVE SPEED AND QUALITY OF EPA HIRING

Shortening the timeframe for hiring to fill agency vacancies is key to having the talent in place when needed to meet mission requirements. Improving the hiring process can reduce the time it takes to hire and help ensure the best match between EPA positions and new hires.

The President's Hiring Reform Initiative of May, 2010, required all federal agencies to reduce the time it takes to hire new employees. The Office of Personnel Management established an 80-day goal for all federal agencies and the EPA is required to report time to hire on a quarterly basis. We continue to develop and implement tools such as standardized recruitment packages to assist with reducing the time to hire and have reduced the number of days from an average of 143 days in 2010, to 97 days in 2012.

a. By the end of FY 2013, reduce EPA's average Time to Hire for 1) GS positions to 86 days, and for 2) SES positions by 10%.

Communication and mutual support related to awareness of hiring targets and making timely selections from certificates is critical to EPA's ability to meet governmentwide goals for hiring time.

Partnership Roles and Expectations

In order for EPA to achieve the 80 day time to hire average goal, we need support and participation from everyone involved in the hiring process.

- OARM – Will encourage an ongoing partnership, including strong communication, among OARM's Office of Human Resources, the three HR Shared Service Centers, and hiring managers/customers in program offices and regions.
- OARM's HR Shared Service Centers will help hiring managers with recruitment planning and provide assistance throughout the hiring process.
- Senior Leaders and Hiring Managers – Can help by encouraging hiring/selection officials to review applications, conduct interviews, and make selections for their vacancies within 20-30 days after receiving their hiring certificate. Reducing the amount of time taken for this step of a recruitment action is one of the most critical in our ability to reach the agency's goal.

b. Increase Agencywide Use of Standardized Recruitment Tools

The agency has fully developed and made available 23 complete standardized recruitment packages.

Partnership Roles and Expectations

- OARM – OARM / OHR and the SSCs will continue to market the use of these tools and are developing tools in order to encourage customer usage. These tools provide a streamlined approach to recruitment and when utilized significantly reduce time to hire.
- All Program and Regional Offices – OARM / OHR, the SSCs and the HRO and PMO communities need to maintain a strong and collaborative partnership to effectively market and promote the use of these tools during the recruitment process.

c. Assess Quality of EPA New Hires

OARM is positioning EPA to strengthen its workforce capabilities by analyzing data from two surveys during FY 2013. One survey will establish a baseline for assessing EPA hiring managers' satisfaction with selected applicants after six months of service. The other survey will measure satisfaction of EPA new hires with their new positions.

Partnership Roles and Expectations

- OARM – OARM / OHR will, to the extent possible, use existing surveys to measure satisfaction of:
 1. EPA hiring managers with selected applicants: survey instrument – OPM Chief Human Capital Officer's 6-Month Management Hiring Satisfaction Survey, and
 2. EPA new hires with their new positions: survey instrument – components of the existing EPA New Hire Survey.The surveys will be administered quarterly to managers and monthly to employees at their six-month hire anniversary. Survey results will enable OARM / OHR to assess and track new hire satisfaction from the point of view of both managers and new employees.
- All Program and Regional Offices – During FY 2013, hiring managers and new employees will begin to receive surveys designed to measure their satisfaction after six months of service.

Major Milestones and Performance Measures

Improve the Speed and Quality of EPA Hiring	
Priority	FY 2013 Partnership Plan
a. Reduce EPA's Time to Hire to an average of 86 days by the end of FY 2013.	Achieve Quarterly Targets for a graduated approach to reducing Time to Hire (Starting Point is 97 Days) <ul style="list-style-type: none">• Q 1- Target 95 days• Q 2- Target 93 days• Q 3- Target 90 days• Q 4- Target 86 days
	Establish a 30-day timeframe (goal) for hiring officials to review applications, conduct interviews, and make selections for vacancies by 2nd Quarter.
	Cross Cutting Fundamental Strategy 5 – FY 2013 Key Performance Indicator (KPI): By September 30, 2013: <ul style="list-style-type: none">• Reduce EPA's Time to Hire for GS positions to an average of 86 days.• Reduce EPA's Time to Hire for SES positions by 10%.
b. Increase Agencywide Use of Standardized Recruitment Tools	HRACTS system generates reports on the number of standardized packages used by hiring managers. These reports also provide Time To Hire data for Standardized packages v regular actions. Data will be reported to senior management in OARM/OHR as well as to management during customer site visits to help promote

Improve the Speed and Quality of EPA Hiring	
Priority	FY 2013 Partnership Plan
	use of these tools. Measures are ongoing, reports to be generated at least quarterly or as needed depending on site visit schedules.
	Test Fast Track (the Online System for finding and assembling Standardized Recruit Packages for submission to the SSC) and implement by the end of 3 rd Quarter.
	Quality review of the questions and answers in the EZ Hire question library for standardized packages by 3rd Quarter.
	Update and standardize job announcement templates in EZ Hire by 4th Quarter.
c. Assess Quality of EPA New Hires	Continue quarterly assessments of CHCO hiring managers' surveys – 20 days following end of quarter.
	<p>Cross Cutting Fundamental Strategy 5 – FY 2013 Measurable Activity: By March 31, 2013, utilize two surveys to establish baseline data for FY 2012 that capture:</p> <ol style="list-style-type: none"> 1) EPA hiring managers' satisfaction with selected applicants (survey instrument: OPM Chief Human Capital Officer's 6 – Month Management Hiring Satisfaction Survey) and 2) EPA new hires' satisfaction with their new positions (survey instrument: components of the existing EPA New Hire Survey). <p>Send surveys out quarterly to managers and monthly to employees whose six-month hire anniversary occurred during quarter.</p> <p>Cross Cutting Fundamental Strategy 5 – FY 2013 Measurable Activity: Use survey instruments to measure satisfaction of hiring managers and new hires after 6 months of service. Due by September 30, 2013.</p>
	Annual review of retention data for new employees during the first three years of service - 20 days following end of last quarter of fiscal year
	Provide annual findings to OHR Director and appropriate offices within 45 days following end of quarter.

CULTIVATE A DIVERSE AND INCLUSIVE WORKPLACE

OARM is committed to building and maintaining a diverse and inclusive work environment that values individual differences and promotes equal opportunity and minority representation in agency programs. Drawing on the diversity of talent, experience and perspectives from all segments of society enhances innovation and the agency's operational efficiency and effectiveness in achieving the EPA's mission to protect human health and the environment.

OARM's Outreach, Diversity, and Collaboration Staff has primary responsibility for coordinating the implementation of the EPA's Diversity and Inclusion Strategic Plan. Consistent with governing statutes and regulations, executive orders and government-wide policies and guidance, the EPA's Diversity and Inclusion Strategic Plan is based on three interrelated goals:

1. Recruit, develop and retain a high performing and diverse workforce;
2. Foster a culture of collaboration, flexibility and fairness; and
3. Equip and hold leaders accountable to effectively manage diversity.

Together, these goals are intended to ensure a OneEPA workplace that engages, utilizes and leverages the talents and contributions of all EPA employees. ODCS focuses on the following priorities as part of the agency's integrated and coordinated Diversity and Inclusion Strategic Plan:

a. Expand Recruitment to Reach all Segments of Society

In FY 2013 OARM/ODCS will focus on developing coordinated outreach strategies covering a broad spectrum of potential applicants, including a variety of geographic regions, academic sources, professional disciplines and organizations. Casting a broad net to fill positions from the entry level to the Senior Executive Service will help ensure a talented and high-performing workforce to address the increasingly complex environmental challenges. Specifically, ODCS will develop a network of organizations, professional associations and minority-serving academic institutions to share job announcements for permanent positions and student internship opportunities. ODCS will further coordinate more transparent agencywide outreach activities that will fully engage the EPA's network of special emphasis program managers.

b. Promote Diversity and Inclusion in Leadership Development Programs

OARM / ODCS will review EPA leadership development programs to assess the extent to which all employees have the opportunity to participate in the programs and develop to their full potential. Based on that assessment, ODCS will establish a baseline for encouraging diverse leadership development program participation of employees at the GS-13 through GS-15 level.

c. Senior Leadership Commitment and Accountability

To ensure that agency officials are fully equipped and accountable to effectively nurture and manage a diverse and inclusive workplace, OARM / ODCS is committed to establish a Diversity and Inclusion Advisory Council to provide senior leadership oversight, counsel, and recommendations concerning the agency's diversity and inclusion efforts.

Partnership Roles and Expectations

- OARM – OARM / ODCS works collaboratively with internal and external EPA stakeholders to strengthen the Agency’s diversity and inclusion efforts. In particular, ODCS works in partnership with OHR to provide quarterly Dashboard Reports as a tool for workforce planning and evaluation of the effectiveness of diversity and inclusion initiatives. ODCS will also maintain a central repository of resources and tools to assist officials in outreach efforts, training, and diversity and inclusion awareness activities.
- All Program and Regional Offices – Are key partners in furthering the agency’s commitment to a diverse and inclusive workplace where the best and brightest work together to achieve the agency’s mission. In particular, Program and Regional Offices are responsible for:
 - Reviewing and considering the quarterly diversity dashboard reports and resources.
 - Ensuring fair and equitable opportunities to participate in leadership development programs.
 - Demonstrating management commitment and accountability to diversity and inclusion by completing required diversity and inclusion training, supporting and empowering special emphasis program managers in carrying out outreach activities, and participating to the maximum extent possible in diversity and inclusion special observances and awareness activities.

Major Milestones and Performance Measures

Cultivate a Diverse and Inclusive Workplace	
Priority	FY 2013 Partnership Plan
a. Expand recruitment to reach all segments of society.	<p>Cross Cutting Fundamental Strategy 5 – FY 2013 Key Performance Indicator (KPI): Provide information for utilizing the Agency’s Diversity Dashboard as a workforce assessment tool in developing and monitoring Program and Regional Office action plans under the Equal Employment Opportunity Commission Management Directive 715, to expand access to employment and professional development opportunities. (September 30, 2013)</p> <p>Cross Cutting Fundamental Strategy 5 – FY 2013 Measurable Activity: Develop a list of organizations, professional associations and academic institutions, which EPA will utilize in recruitment and outreach activities. Work with EPA’s Human Resources Shared Services Centers and the Executive Resources Division to develop procedures whereby USAJOB.gov announcements for permanent positions and student internship opportunities are forwarded to groups on the list. (March 2013).</p> <p>Cross Cutting Fundamental Strategy 5 – FY 2013 Measurable Activity: During FY 2013, EPA will participate in at least one of each outreach/recruitment events targeting Pacific Islanders, Hispanics, veterans and individuals with targeted disabilities. (September 30, 2013)</p>

<p>b. Enhance diversity and inclusion in leadership development programs.</p>	<p>Cross Cutting Fundamental Strategy 5 – FY 2013 Key Performance Indicator (KPI): Establish a baseline that captures the percent of each demographic group of employees at the GS-13 through GS-15 levels that participate in leadership development programs. (September 30, 2013)</p>
<p>c. Ensure leadership commitment and accountability for diversity and inclusion.</p>	<p>Support outreach efforts of employee affinity groups and provide groups with access to management and leadership by conducting at least two status meetings with offices' designated Special Emphasis and Diversity Employment Managers during fiscal year. (September 30, 2013)</p>

III. CULTIVATE A HIGH QUALITY WORKPLACE

The Administration is committed to transforming how the government works and delivering a government that is smarter, more effective, and more efficient. One of the ways that OARM is helping to achieve this goal is to lead agency improvements in managing federal real property. In concert with this effort, OARM is working to advance the Administrator's support for a more modern, efficient, and collaborative work environment that helps EPA organizations improve employees' ability to work effectively in today's business environment, including fostering a growing reliance on telework. In FY 2013, pilot offices in the regions and headquarters will see employees begin working in transformed office space, the first in OARM's long-term plan to consolidate and redesign workspace across the agency.

FOSTER THE EPA MODERN WORKPLACE

In June 2010, the President directed federal civilian agencies to achieve \$3 billion in savings through reducing annual operating costs, generating income through disposing of assets, and using existing real property more effectively by consolidating existing space, expanding telework, and other space realignment efforts. In May 2011, the Administration transmitted to Congress a legislative proposal entitled the "Civilian Property Realignment Act." The purposes of the proposed bill are to expedite the disposal, consolidation, and realignment of unneeded property to realize savings, promote sustainability, and reduce the deficit.

With these goals in mind, the agency has identified options across program offices and the regions that will allow us to consolidate and reduce EPA's inventory of real property by working differently. To further this effort, OARM's Office of Administration has begun to redesign EPA work space at our offices across the country. The new design is more efficient, collaborative and technologically sophisticated so as to reduce the agency's physical and environmental footprint. Consistent with revised guidelines, assigned work space will be smaller in size with mobile furniture. Open, collaborative work areas will be provided as will numerous meeting and conference rooms. Unassigned flexible work areas will be designed in order to accommodate more mobile, drop-in, plug-in work styles.

These changes will position EPA to better achieve our mission through greater openness and collaboration, enhance our workplace and the quality of work life, and reduce our energy and green house gas emissions. The space redesign will also yield resource savings for the Agency.

In FY 2012, OA began the workforce analysis planning in Region 4 and OARM /HQ. Completion is expected in FY 2013. Similarly, in Regions 9 and 10 development of space plans and furniture layouts will be completed and implemented in this fiscal year.

Partnership Roles and Expectations

- OARM
 - Reduce demand on rentable square footage by designing open, collaborative workspaces.
 - Utilize mobile furniture for maximum flexibility and variations.
 - Plan for increased use of telework to reduce assigned workspace.
 - Provide hot seats for teleworking staff who occasionally need space.

- All Program and Regional Offices – This is an ambitious, multi-year, cross-agency effort for which management cooperation and support are required. We need continued headquarters and regional leadership, collaboration, commitment, and mutual adherence to timelines for to ensure progress and success.

Major Milestones and Performance Measures

Foster the EPA Flexible Workplace	
Priority	FY 2013 Partnership Plan
Foster the EPA Modern Workplace	<p>OARM /OA will increase utilization of space, which will reduce agency rent budget.</p> <ul style="list-style-type: none"> • By September 2013 – Compete and award a nationwide Furniture Contract to provide flexible, mobile workstations. • By September 2013 – Compete and award a Nationwide Transition Support Contract to assist the regions with coordinating and administering all aspects of the space consolidation, mobile workstation installation, and space release activities.
	<p>Cross Cutting Fundamental Strategy 5 – FY 2013 Key Performance Indicator (KPI): Achieve space reductions at regional office locations and headquarters.</p> <ul style="list-style-type: none"> • Complete office move of the Administrative Law Judges by March 31, 2013, to the Federal Triangle complex. • Begin space modernization Pilots in OARM / HQ and Regions 2, 4, 6, and 8 during FY 2013. •
	<p>Cross Cutting Fundamental Strategy 5 – FY 2013 Measurable Activity: By September 30, 2013, develop a methodology to track reductions in average agency greenhouse gas emissions associated with employee commuting, including impacts from teleworking, from the FY 2011 baseline.</p>

INCREASE USE OF TELEWORK

The EPA's telework program is one of the key components of the agency's *Quality of Work/Life Campaign*. Although the EPA instituted its first Flexiplace/Telework Policy in 1997, the agency is continually working to increase use of its telework program in order to: 1) align with the requirements of the Telework Enhancement Act of 2010; 2) reduce the barriers to full implementation and successful functioning of the policy; and 3) provide more training and information to managers and employees to achieve greater success in making telework part of their everyday operations.

Major Milestones and Performance Measures

Increase Use of Telework	
Priority	FY 2013 Partnership Plan
Increase use of Telework	Throughout FY 2013 - Program and regional offices are regularly kept abreast of the EPA's telework initiatives to increase its use through Quarterly Telework Usage Reports, meetings with senior managers and biweekly HR community conference calls.
	Cross Cutting Fundamental Strategy 5 – FY 2013 Measurable Activity: OARM / OHR will provide all program and regional offices with Quarterly Telework Usage Reports throughout FY 2013.
	OARM / OHR will continue negotiations with unions on a new flexiplace/telework policy.
	OARM / OHR will work on communicating the new policy in preparation for agencywide implementation.

A SAFE, SECURE, AND SUSTAINABLE WORKPLACE

In FY 2012, OARM embarked on a pilot to integrate three of its facilities, security, and safety, health and environmental management assessments, audits, and reviews. Our goals were to reduce the number of site visits across the agency, ease administrative burdens and streamline operations, as well as reduce labor and operating costs. This resulted in lower direct and indirect costs associated with both federal and nonfederal staff. It also eased the burden on the local facility staff by limiting the disruption to operations.

In FY 2013, OARM will double the number of single, integrated assessments, audits, and reviews to further reduce site visits agencywide, continue to decrease administrative burdens on our agency partners, expand streamlining operations, and drive down costs.

OARM is initiating unannounced site visits to assess what steps local facilities are taking to drive down the number of audit findings, cope with reductions to budgets and resources, oversee the contractor workforce, leverage OARM management tools and controls, integrate safety, health, and environmental management concepts into facility lifecycle planning, management and operations, and collaborate with GSA and property managers.

Major Milestones and Performance Measures

A Safe, Secure & Sustainable Workplace	
Priority	FY 2013 Partnership Plan
Single, Integrated Assessments, Audits and Reviews	<p>OARM /OA will continue to lead and coordinate single, integrated audits agencywide.</p> <ul style="list-style-type: none">• By September 2013 – OARM will conduct six integrated, single audits, assessment and reviews in accordance with the schedule provided in the January 17, 2013, memorandum from Renee Page, Director of EPA’s Office of Administration. This integration effort will decrease administrative burdens on our partners, expand streamlining operations, and drive down overall costs.
Unannounced Site Visits	<p>OARM/OA will conduct unannounced site visits to assess local safety, health and environmental management programs.</p> <ul style="list-style-type: none">• By September 2013, OARM will conduct two to three unannounced site visits in accordance with previous discussions with the ARAs, RST Directors and senior program officials. These visits will assist executives, managers and SHEM personnel in strengthening local programs and operations, managing risks and hazards, improving the overall institutional knowledge and situational awareness of our workforce, and driving down the number of audit findings.

HUMAN RESOURCES LINE OF BUSINESS

OARM, in partnership with the Office of the Chief Financial Officer and the Office of Environmental Information, is leading a major initiative designed to consolidate, integrate, and improve the EPA’s human resources, time and attendance, and payroll processing programs. This complex and far-reaching initiative is known as Human Resources Line of Business or HR LoB.

Key business reasons for undertaking HR LoB are:

- Part of a governmentwide effort to consolidate HR and payroll processing,
- A mandate from the Office of Management and Budget and the Office of Personnel Management to migrate systems to a shared service center,
- Upgrading PeoplePlus system is outside OMB mandate and CHCO agreements,
- The EPA’s current interfaced solution is resource intensive and
- OIG identified the EPA’s need to increase and update HR / IT system functionality and security.

HR LoB is a long-term project expected to yield long-term improvements to EPA business processes, including:

Automated HR forms processing – Electronic submission and routing and processing of SF-52s will increase efficiencies in the business process and provide visibility into HR action status, improved accuracy of data, and one integrated system for all employees.

Seamless on-boarding process - Electronic transfer of selectee information from the EZHire recruitment system into the HR system will reduce data input for HR Specialists. New employee access to an electronic Entrance on Duty System will simplify and improve the process for completing required forms, provide needed information earlier in the process, automatically generate completed forms, and file them into the Electronic Official Personnel Folder. This improves the quality and timeliness of HR Service Center processing, and changes the focus of New Employee Orientation from filling out forms to learning about the agency.

Partnership Roles and Expectations

- OARM – Lead for HR-related functional areas in conjunction with HR SSCs and PMO and RHRO communities.
- OCFO – Lead for payroll, time and attendance and cost allocation functional areas.
- OEI – Lead for CIO program management oversight and technical infrastructure/connectivity areas.

Major Milestones and Performance Measures

Human Resources Line of Business	
Priority	FY 2013 Partnership Plan
Improve Business Processes – HR LoB	<p>Data</p> <ul style="list-style-type: none"> • Clean up legacy EPA data and prepare for DataMart import by September 28, 2013. • Flow EPA data to our shared service center, the Department of Interior’s Interior Business Center, beginning September 28, 2013 and maintain bi-weekly data pushes between EPA and IBC until go-live in March, 2014.
	<p>Process</p> <ul style="list-style-type: none"> • Review, revise, and test EPA business process changes and organizational structure by August 31, 2013. • EPA User Acceptance Testing by September 17, 2013 • Conduct Parallel Testing beginning October 28, 2013. • Go / No Go decision on March 6, 2014.
	<p>People</p> <ul style="list-style-type: none"> • Begin training in December 2013; continue into 2014. • Develop and test interfaces and report capability by October, 2013. • Develop and implement HR LoB help desk strategy by September 30, 2013.